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ABSTRACT

The expansion of an established child care referral and child development service to meet the needs of employees of the Peninsula Hospital and Medical Center, San Mateo County, California, is described in this report. The possibility of working with an existing resource and referral agency to develop and/or provide special services for hospital employees was seen as the quickest and easiest way for the hospital to provide child care assistance to employees. The report describes the Child Care Coordinating Council (4-C) of San Mateo County and the process by which a contract was made with that organization to provide services to hospital employees. Benefits of the program to employees and employers are listed and the specific aspects of the contract are discussed. In addition, the processes of referral, follow-up, screening, and other services are described. Related materials, including an information handout and a flow chart of the child care referral process are appended. (Author/RH)

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EXPANDED CHILD CARE REFERRAL AND CHILD DEVELOPMENT SERVICE

DESIGNED TO SERVE EMPLOYEES

OF

PENINSULA HOSPITAL AND MEDICAL CENTER

OFFERED BY CONTRACT WITH

CHILD CARE COORDINATING COUNCIL

OF SAN MATEO COUNTY, INC.

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I. Background of Organization

A. The Child Care Coordinating Council of San Mateo County, Inc. (4C) was established in 1972 by a group of citizens who were aware of and concerned about the unmet child care needs of children and families and the lack of coordination among the services available. The County Mental Health unit supported the organizational process of the new agency and United Way funds were successfully sought for continuing support.

From 1972 to 1976 a small, part-time staff assisted in the development of child development programs throughout the county and organized advocacy efforts on behalf of children. A dedicated band of volunteers provided leadership to allow 4C to sponsor many conferences, workshops and community meetings intended to train child care staff and to better educate the public to the needs of children.

Since late in 1976, the 4C has contracted with the State Department of Education/Office of Child Development (SDE/OCD) to provide RESOURCE AND REFERRAL. This contract allowed 4C to increase the size of its staff and its hours of operation and to offer, county-wide, expanded child care information and referral as well as technical assistance.

Presently the 4C maintains a resource file of information about the 200 child development programs and 475 licensed family day care homes throughout San Mateo County. This information is up-dated monthly. Parents and others seeking child care (nearly 6,000 in 1979) call 4C on one of four toll-free lines to get information about centers and licensed homes depending upon their preferences and their family needs. Information is also available about the wide range of children/family services in the county.

Technical assistance is provided to existing child care providers including curriculum and program ideas, staff training and assistance in financial concerns such as obtaining funds or budgeting. A Toy Lending Library is available for licensed family day care providers.

Recently two new programs have been funded: the Umbrella Child Care Food Program provides a food reimbursement program to licensed family day care providers and small non-profit child care programs through the SDE Child Nutrition Service. A Title XX Family Day Care Training Project is administered by Canada College and coordinated by 4C staff allowing family day care providers to earn college credit for training and to develop support networks among themselves.

B. The 4C Board of Directors sets policy and approves program concepts for the agency based upon goals and objectives which are annually reviewed. The list of the Board of Directors has been included along with an organizational chart. (See attachments 1 and 2.)

II. Introduction

In July, 1980 the Child Care Coordinating Council's Child Care Specialist met with two representatives from Peninsula Hospital and Medical Center, to obtain background information concerning the availability of child care in San Mateo County and to discuss the ways in which employers could meet the child care needs of its employees.

An additional meeting in July, 1980 was attended by representatives from Peninsula Hospital and Medical Center, Mills Memorial Hospital, the Child Care Coordinating Council, and the Children's Rights Group. The various options available to employers interested in providing child care services for its employees were discussed.

The possibility of working with an existing resource and referral agency to provide and/or develop special services for hospital employees, (beyond those services provided to the general public at no cost), was presented as the quickest and easiest alternative for the hospital to provide child care assistance to employees.

In August, 1980 a survey was conducted to assess the child care needs of Peninsula Hospital and Medical Center employees, (Brian Raymond, summer intern at PHMC). The survey was initiated to obtain data concerning the representation of parent employees with young children and the distribution of their current child care resources, as well as problems and concerns.

In October, 1980 planners from Peninsula Hospital and Medical Center and Mills Memorial Hospital met with the Child Care Coordinating Council's Executive Director and Child Care Specialist. At that time the Child Care Coordinating Council was requested to plan and develop a proposal designed to provide an expanded child care referral and child development service for hospital employees.

The purpose of the contract is to simplify obtaining quality child care for the children of each employee in a child care environment which best meets the needs of the child and the parent(s), (quality of care, location, cost and other factors of importance to the family.)

<u>The benefits to the employee are:</u>

1) simplify selection of quality child care;
2) allow greater selection among available options;
3) increased security (reduced anxiety) regarding adequacy of children's care.

The benefits to the hospital are:

1) reduction of employee absenteeism;
2) reduction of employee turnover due to inadequate or unsatisfactory child care arrangements;
3) recruitment of additional employees into the hospital's work force;
4) more secure employees who are better able to concentrate on their work.

This contract between Peninsula Hospital and Medical Center and the Child Care Coordinating Council of San Mateo County, Inc. (4C) is an experiment on the part of both parties. In the experience of either the hospital or the 4C, no similar model exists.

Therefore, the 4C is offering to provide the services described herein on a flat fee basis for a six-month period. Upon evaluation of the six-month contract, it may be possible and desireable to provide many of the services included in this contract on a fee-for-service basis.

This contract is designed to become effective November 7th, 1980 (with a phase-in of services during the month of November.) The actual child care referral and child development service will begin December 1, 1980 and extend to May 31, 1981. The contract may be renewed or renegotiated upon agreement of the hospital and the 4C at least one month in advance (April 30, 1981) of the termination date.

Obtaining adequate and satisfactory child care for all employees cannot be guaranteed by 4C. Every effort will be made, within the services described herein, to reduce the effort and frustration on the part of employees when obtaining suitable child care for their dependent children.

4C nor the hospital will accept any financial or other legal responsibility for the child care arrangements selected by employees who utilize the Expanded Child Care Referral and Child Development Services outlined in this contract.

All child care referrals made to hospital employees will be to facilities licensed by the State of California. Referrals will not be made to any licensed homes or centers against which a complaint has been filed by a previous child care consumer.

The Expanded Child Care Referral and Child Development Service will be staffed on-site at the hospital by either Carol Fanucchi or Chris Tibbets, 4C referral counselors. In addition, 4C's Child Care Specialist, Valerie Goines will coordinate the screening and development of additional child care resources components of the service. The 4C Executive Director, Mary Petsche has been designated as the individual to be contacted if questions and/or problems arise, (or Valerie Goines when Mary Petsche is unavailable). The 4C Executive Director's resume has been included. (See Attachment 3).

4C staff members are trained in Early Childhood Education. Many of the staff members are working parents who have had first-hand experience in seeking quality child care, thus lending special expertise to their clients. 4C staff keep current on all available resources existing in the county and can offer professional assistance to those services.

It is anticipated that approximately twenty-five (25) employees per month will utilize the child care referral and child development service which includes:

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III. CHILD CARE REFERRAL:

Face-face interview with parents designed to:

- assess family child care needs (age, location, and preferences);
- provide information on child care options (licensed family day care, center-based, in-home);
- provide options presently available in existing licensed homes and centers;
- educate parent in selecting child care;
- referrals to subsidized child care when employee qualifies by virtue of income and family size;
- referrals to homes/centers outside of San Mateo County;
- referral counseling, if appropriate, including the wide range of services available to parents and children (parent-support groups, etc.)

Parent interviews will be conducted at the hospital eight (8) hours per week (7:00-11:00 a.m. one day per week and 2:00-6:00 p.m. one day per week). Space which is conducive to preserving confidentiality and which is accessible and visible to employees will be furnished by the hospital.

At the original interview, the family's child care needs will be assessed, the types of child care will be discussed along with costs and availability.

In some cases it will be possible to present some of the available child care options at the time of the original interview. In emergency situations, every effort will be made to locate one or more options within a twenty-four (24) hour period. When child care resources are not readily available at the time of the initial interview, the 4C referral counselor will arrange a time within forty-eight (48) hours to provide the employee with referrals to meet his/her child care needs. In all instances, every effort will be made to refer to licensed homes/centers in San Mateo County which have been screened by 4C staff.

When child care services are needed outside San Mateo County, the 4C referral counselor will contact the appropriate resource and referral agency located in the county where child care is needed. The names/phone numbers of licensed homes/centers with possible openings will be obtained from the resource and referral agency. The 4C referral counselor will contact those homes/centers to confirm that they have available openings, and will obtain additional pertinent information (cost, location, etc.). The employee will then be contacted within three (3) working days, or at the next available opportunity at the hospital, with the child care referral information.

When parents are interested in or appear to need supplemental services such as parent-support groups, assessment of learning disabilities or behavioral problems, referrals can be made to community resources designed to meet those needs.

In addition to the face-to-face interview, hospital employees will be able to contact a 4C referral counselor on a number supplied by 4C. When child care request calls to 4C exceed twenty-five (25) in any given month within the six-month contract, an additional line will be required and the hospital will pay the additional costs.

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III. a. FOLLOW-UP:

Either in a second face-to-face interview or a telephone interview, all employees will be contacted to determine:

-whether child care (or more adequate child care) has been located. If not, why not (cost, quality, availablity, transportation, etc.);

-whether child care is satisfactory to family needs (follow-up form will include degrees of satisfaction);

-if additional referrals or other assistance is necessary.

The follow-up will be initiated by 4C referral staff approximately one week following original interview and again approximately one month following original interview.

Any employee may also initiate a follow-up contact at any time during the period of the contract. If child care is again needed, the referral process will be re-activated.

Follow-up will be conducted in a traditional "case management" approach. A confidential case file will be opened and kept for each employee who uses the child care referral services. These case files will remain the property of the 4C and will not be shared with hospital administration. A report of the results of the combined follow-up will, of course, be provided.

III. b. SCREENING OF CHILD CARE SERVICES:

4C staff will develop a simple questionnaire to use in visits to homes and centers which are in a geographic target area or which may be suitable by location for employees. These visits will be limited to licensed homes and centers in San Mateo County.

Observations and other information obtained by staff will be made available to employees for consideration in selecting child care. Items will include:

-daily schedule or routine of center;

-ages of other children in the home/center;

-is provider a smoker;

-any pets in home/center;

-program description (curriculum) and emphasis;

-sample menus, food offered and whether food is furnished by parent or provider. (Providers will be encouraged, though not required, to enroll in the 4C Child Care Food Program).

III. c. DEVELOPMENT OF ADDITIONAL CHILD CARE RESOURCES:

4C staff will concentrate on recruiting additional child care, in areas determined by employees' needs, where no or unsatisfactory child care is available. This activity may include:

-seeking existing unlicensed child care providers (family day care) and encouraging them to become licensed;

-recruit new providers through local churches or schools;

-expediate licensing process for family day care providers;

-encourage cities to relax zoning requirements, where appropriate.

III. d. IN-HOME CHILD CARE PROVIDERS:

4C will recruit, interview (screen) and train individuals who may be available and appropriate to care for children in the employees's own home. 4C referral counselors will provide parents with referrals to a minimum of two (2) in-home child care providers. Parents must assume responsibility for interviewing, hiring and supervising in-home child care providers. 4C cannot assume responsibility beyond the referral stage for the provider/employee relationship.

In-home recruitment and training services will include:

-recruitment of in-home child care providers (want ads, church bulletins, etc.);

-interview each applicant and screen out those inappropriate to provide child care;

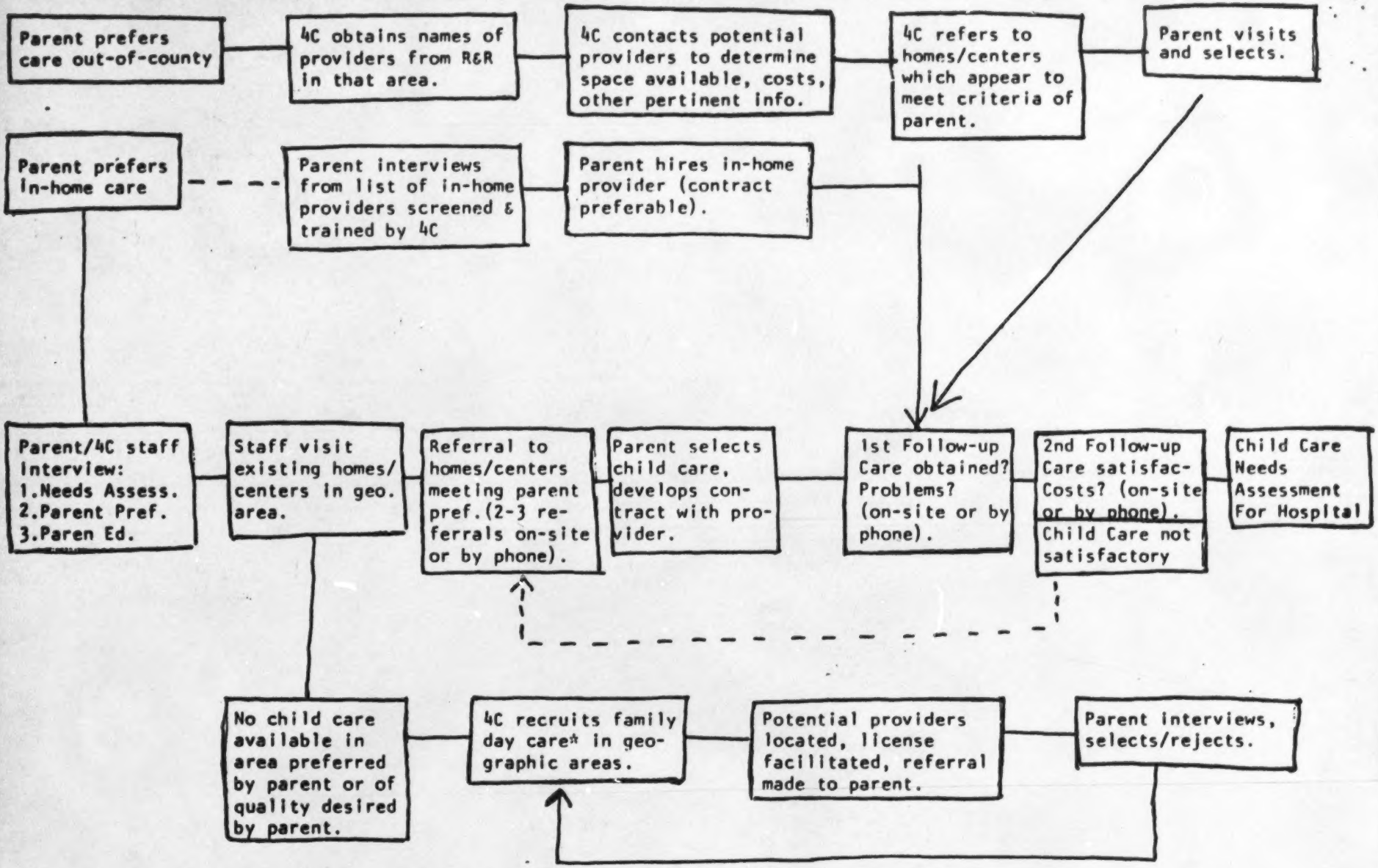
-train (8-12 hours per applicant) potential in-home child care providers.

III. e. NEEDS ASSESSMENT FOR HOSPITAL:

The intake form, including follow-up questions, will yield a large amount of valuable information for the hospital regarding the child care needs of its employees. In addition, information will be collected concerning the barriers employees face in obtaining adequate child care, inhibiting their ability to work at a productive level. Hospital planning staff will be involved in the design of follow-up questions. (See Intake/Follow-up form-Attachment 4).

All intake forms, including follow-up, will be tabulated monthly. A report will be prepared montly by 4C staff for the hospital's use. A final report (combined monthly) will also be prepared within one month after completion of the six-month contract. Completed reports will be submitted to the contact person designated by the hospital. A 4C annual report has been included as an example of what each monthly report will consist of. (See Attachment 5).

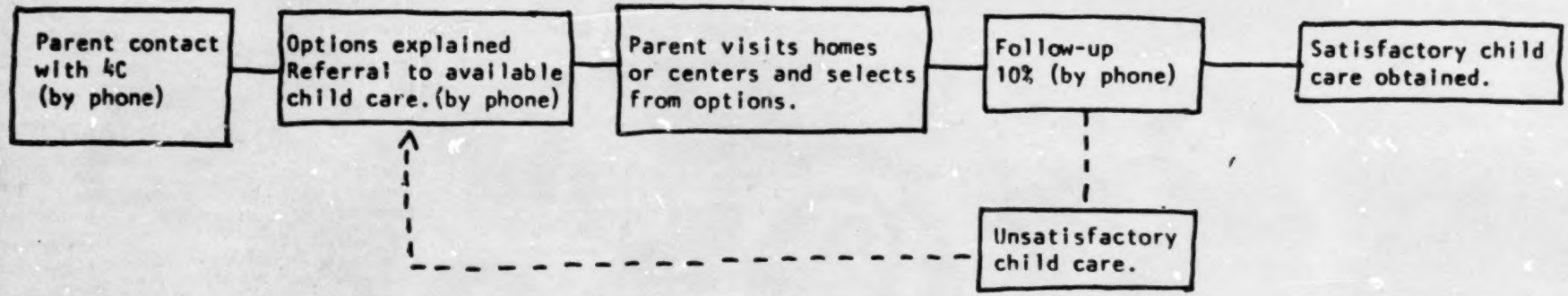
III. f. FLOW CHART DESCRIBING STEPS IN PART III.


Parent prefers care out-of-county
4C obtains names of providers from R&R in that area.
4C contacts potential providers to determine space available, costs, other pertinent info.
4C refers to homes/centers which appear to meet criteria of parent.
Parent visits and selects.
Parent prefers in-home care
Parent interviews from list of in-home providers screened & trained by 4C
Parent hires in-home provider (contract preferable).
Parent/4C staff interview: 1.Needs Assess. 2.Parent Pref. 3.Paren Ed.
Staff visit existing homes/ centers in geo. area.
Referral to homes/centers meeting parent pref.(2-3 referrals on-site or by phone).
Parent selects child care, develops contract with provider.
1st Follow-up Care obtained? Problems? (on-site or by phone).
2nd Follow-up Care satisfac- Costs? (on-site or by phone).
Child Care not satisfactory
Child Care Needs Assessment For Hospital
No child care available in area preferred by parent or of quality desired by parent.
4C recruits family day care* in geographic areas.
Potential providers located, license facilitated, referral made to parent.
Parent interviews, selects/rejects.

*In some cases new centers may be developed or may expand their licensed capacity. This will not be the primary aim of this project--is ongoing work of 4C.

(9)

IV. FLOW CHART DESCRIBING PRESENT SERVICE OFFERED BY 4C (Available to all San Mateo County residents at no cost)


Parent contact with 4C (by phone)
Options explained Referral to available child care. (by phone)
Parent visits homes or centers and selects from options.
Follow-up 10% (by phone)
Satisfactory child care obtained.
Unsatisfactory child care.

(10)

V. START-UP:

There are some one-time, start up activities which are included in the budget and which are necessary to intiate the contract:

-development of additional follow-up information for the intake form;

-development of the questionairre for screening homes/centers;

-inservice training for 4C staff (case management approach, off-site referral counseling);

- inservice training to hospital staff (how to refer to child care referral service, child care resources available, how to make best use of 4C services);

-set up separate resource file (portable) and case management files;

-educational meetings with employee groups as needed;

-development of a brochure and a flyer describing services.

VI. DEVELOPMENT OF ON-SITE OR CONSORTIUM CENTER:

4C can provide technical assistance and development services to design a child development center at any location considered suitable to the hospital.

This activity includes:

-obtaining appropriate site;

-licensing site;

-develop start-up and operational budgets;

-determining program in consultation with hospital administration and employees;

-equipping site for program model selected;

-recruiting and interviewing staff.

THE CHILD CARE COORDINATING COUNCIL (4C) OF SAN MATEO COUNTY, INC.

OFFERS INNOVATIVE REFERRAL SERVICES TO AREA HOSPITALS

The "Expanded Child Care Referral" concept is a program of additional services not available to the public provided by a contract between 4C and each of the participating hospitals.

The purpose of the service is to simplify obtaining quality child care for the children of each employee in a child care environment which best meets the needs of the child and the parent(s).

The Benefits to the Employees Are:

1. *To simplify the selection of quality child care*
2. *to allow greater selection among available options*
3. *to reduce anxiety regarding the adequacy of the childrens' care*

The Benefits to the Hospitals Are:

1. *to reduce employee absenteeism*
2. *to reduce employee turnover due to inadequacy or unsatisfactory child care arrangements*
3. *to increase the recruitment of additional employees into the hospital workforce*
4. *to enhance employee morale and security because of reduced anxiety over child care availability and arrangements*

HISTORY

Across the nation, hospitals are experiencing a shortage in nursing personnel. Some surveys suggest that inadequate child care along with other factors contribute to the high numbers of nurses unemployed or inactive*. Many companies employing large numbers of women are looking into or providing some kind of child care assistance.

Over the last decade, the child care profession has seen the development of many new models for child care services. Child Care Resource and Referral programs have proven to be effective in "connecting" parents to child care providers; offering supportive services to enhance the quality of care; and helping parents make their child care choices. Resource and Referral programs have also been able to collect a multitude of data on child care needs and parents preferences. This helps policy makers and child care providers plan for child care.

The Expanded Referral program is modeled around the goals and concepts of Child Care Resource and Referral Programs.

The Child Care Coordinating Council of San Mateo County was asked to provide the program because of the councils experience and expertise in the field. 4C has been providing phone referrals to the parents of San Mateo County since 1976. In addition, the Council provides technical assistance to providers of child care in San Mateo County. When two area Hospitals

approached 4C asking for their assistance in developing a child care program, the 4C staff responded. When the Hospitals decided that a referral program would be a thoughtful first step, they asked 4C to develop a proposal for services. Hence, the birth of the Expanded Referral Program.

COMPONENTS OF PROGRAM

1. *On-Site Child Care Referral:* 4C provides professionally trained Child Care Referral Counselors on each hospital site 2 or 3 days a week at different times to enable availability of service to all work shifts at the hospital. Counselors are available a total of 8 hours per week per hospital.
   On-site parent interviews are conducted to determine child care needs. Initial discussion involves available services, ranges of cost, availability of subsidies and types of programs. Subsequent contacts with parents involve matching parents to a choice of child care providers that will meet those parents requirements for time, location, type of care, cost of care, and type of child care environment.
   There is also a special telephone line available 9-5 at 4C central office for those employees who cannot see the on-site counselors or require bilingual services.

2. *Screening of Child Care Services:* In order that 4C provides in-depth information on child care providers, every licensed family day care home and child care center that is referred, is visited by 4C staff. The staff members who screen providers are trained in Early Childhood Education. Extensive information regarding the type of care, the philosophy, discipline, daily routines etc. is collected and available for Hospital Referral Counselors or parent employees.

3. *Development of Additional Resources:* 4C concentrates on developing additional child care services to meet the needs of hospital employees. This activity includes:
   - *Encouraging unlicensed care to become licensed and expediting the process of licensing.*
   - *Recruiting new providers.*
   - *Counseling existing providers on how they may better meet the child care needs of hospital employee families.*
   - *Recruiting, screening and training (8 hours) of individuals who will care for hospital employee's children in the employees own home. (This type of child care was not available in San Mateo County prior to this program.)*
   - *Coordinate cooperative babysitting and playgroups for employees.*

4. *Follow-up:* Each request for child care is handled on a case management basis. This provides 4C with not only extensive information regarding employee child care needs, but also information on the satisfaction of parents and other concerns they may have about a child care arrangement. In addition to the wealth of information 4C obtains, 4C conducts follow-up interviews. Each parent is surveyed about more services the hospital may provide and the amount a parent is willing to pay for these services.

All case information is confidential and kept in the possession of 4C. Hospitals participating receive monthly tabulations of child care requests and follow-up information. After a six-month "pilot-period" at each hospital, a described report is submitted to each hospital that will give them *concrete information* on the *child care needs* of *employees* and their preferences.

CONCLUSION

Provision of child care as an employee benefit is a complicated and formidable undertaking. Simply a *survey* of employees regarding their child care needs can be *misleading* information. *Why?*

- *Child care needs fluctuate. A survey only identifies the need of one particular time.*
- *Usage never matches survey responses. Many of those surveyd may support the idea of a child care benefit and answer affirmatively in support of services. But in actuality they may never have a child care need.*
- *Surveys on "needs assessments" often have a low return rate.*

The 4C "Expanded Referral Program" suits many management officials' needs by:

- *Providing a "first phase" to the development of child care services.*
- *Giving decision-makers concrete information on employee child care needs and preferences.*
- *Initiating a link between the child care community and the employer, that stimulates good community relations.*
- *Reducing absenteeism, turnover and recruitment costs.*

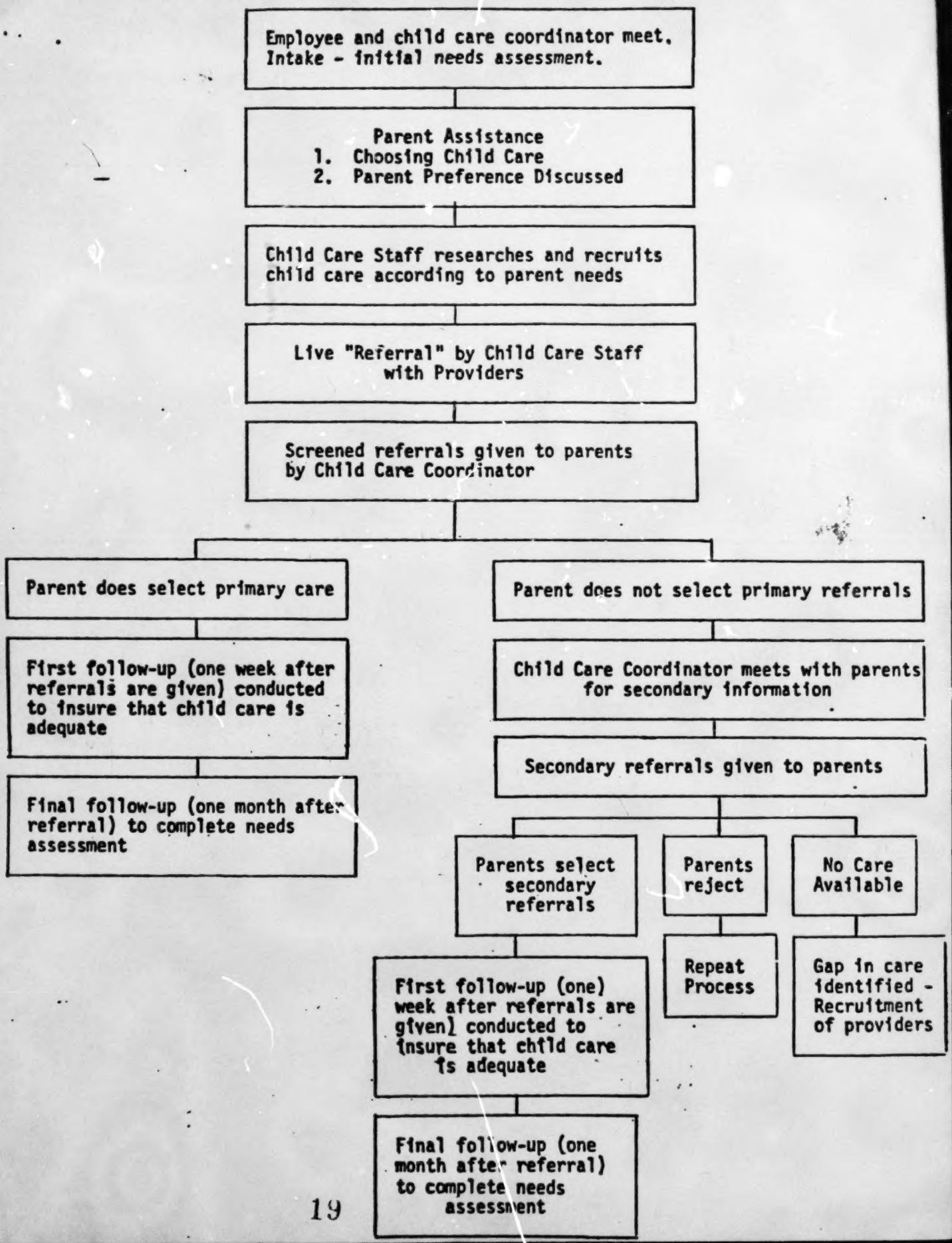
Information regarding this project can be obtained by writing or calling:

Paul Proett or Mary Petsche
4C of San Mateo County, Inc.
1838 El Camino Real, Suite 214
Burlingame, CA 94010

Phone number: (415) 692-6647

*- Joseph Pleck, Graham L. Staines and Linda Lany, Work and Family Life, 1978, p.22
- The New York City - Ranel Institute, Survey of Inactive Nurses in New York City, April, 1971 (unpublished)
- Report of the Health Manpower Project, Massachusetts Nursing Association, 1969.

CHILD CARE REFERRAL PROCESS


Employee and child care coordinator meet. Intake - initial needs assessment.
Parent Assistance
1. Choosing Child Care
2. Parent Preference Discussed
Child Care Staff researches and recruits child care according to parent needs
Live "Referral" by Child Care Staff with Providers
Screened referrals given to parents by Child Care Coordinator
Parent does select primary care
First follow-up (one week after referrals are given) conducted to insure that child care is adequate
Final follow-up (one month after referral) to complete needs assessment
Parent does not select primary referrals
Child Care Coordinator meets with parents for secondary information
Secondary referrals given to parents
Parents select secondary referrals
Parents reject
No Care Available
First follow-up (one) week after referrals are given) conducted to insure that child care is adequate
Repeat Process
Gap in care identified - Recruitment of providers
Final follow-up (one month after referral) to complete needs assessment